



Burning Down the Backlog

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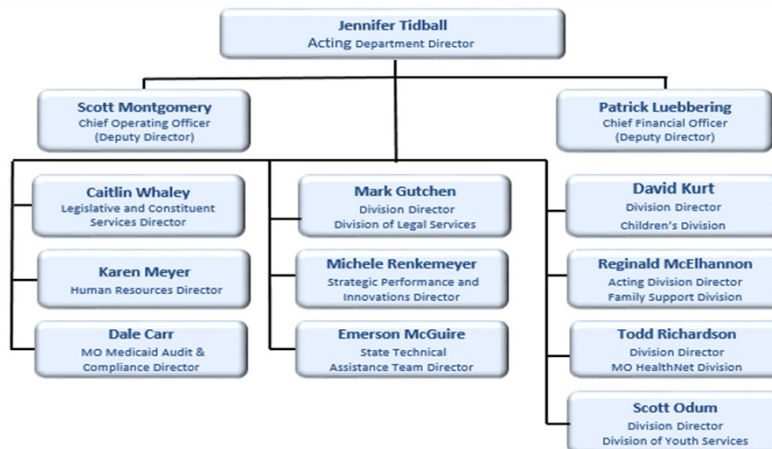
Missouri Department of Social Services
Strategic Performance & Innovations Director
"Everyday Excellence"



About DSS

Missouri Department of
SOCIAL SERVICES

Organizational Structure

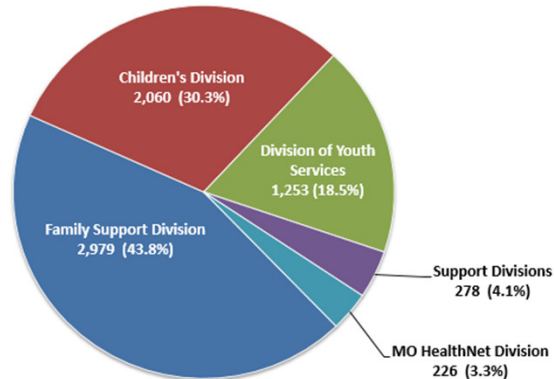


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Budgeted Full Time Equivalents (FTE)

SFY 2018 Total FTE by Division (6,796)



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MISSOURI Department of Social Services

2018 Version 1.2



ASPIRATION

We will lead the nation in building the capacity of individuals, families, and communities to secure and sustain healthy, safe, and productive lives

THEMES

Combat Substance Use in Families

Redesign Child Welfare system

Move Families to Economic Sustainability

Transform Medicaid

Revitalize Organizational Infrastructure

INITIATIVES

(Leads Follow Initiatives)

- Add Alternative Therapy for Chronic Pain Management (Beth Stokes)
- Add Managed Care plan requirement to support Extension for Community Healthcare Outcomes, ECHO (Rebecca Logan)
- Increase Medication Assisted Therapy (MAT) access and Substance/Opioid Use Disorder (SUD/OU) coverage (Beth Stokes)
- Develop and deploy a SUD intervention model for child welfare families (Ivy Dossley)

- Define new vision for child welfare (Julie Lester)
- Answer all hotline calls (Sara Smith)
- Eliminate overdue investigations (Cari Pointer)
- Streamline & strengthen investigation process (Kara Wilcox-Bauer)
- Reduce children in care by 8% (Julie Lester)
- Reduce delays to adoption for children in pre-adoptive homes with incomplete TPRs (Termination of Parental Rights) (Allison Green)
- Reduce congregate care length of stay (Heather Ford)
- Child Welfare Administrative Reform (Angie Swarnes)

- Increase child support collections from \$690M to \$700M annually (Jennifer Toussaint)
- Double Able-Bodied Adults without Dependents meeting SNAP work or training requirements (Jennifer Heimericks)
- Increase employment numbers of adults with dependent children on SNAP (Jennifer Heimericks)
- Work with Center for Medicaid & Medicare Services (CMS) on employment requirements for parents on Medicaid (Kim Evans)

- Define Medicaid transformation roadmap (Ashley Wilson)
- Launch execution of transformation plan (Shawn Brice)
- Implement EHR (Electronic Health Record) for foster children by 2018 Calendar Year end (Shawn Von Der Bruegge)
- Build a medical clinical team to support foster children (Lori Bushner)

- ENGAGE - Revamp professional development dialogues (Beverly Struempfl)
- Build strong, cross departmental/divisional teams (Stephan Tomlinson)
- Revamp workforce development strategy; training, trauma informed, compensation (Bryan Hug)
- Identify and prioritize technology needs and financing (Christina Wood)
- Ensure only eligible recipients & eligible providers are properly & timely enrolled (Mark Winchester)

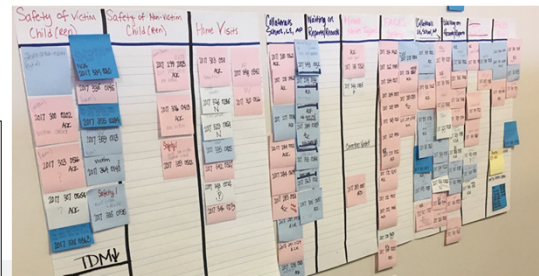
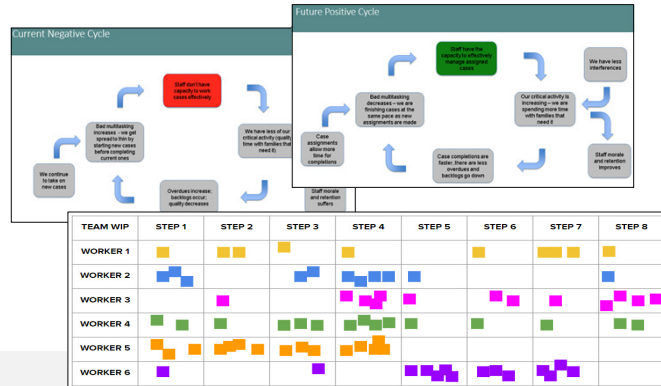
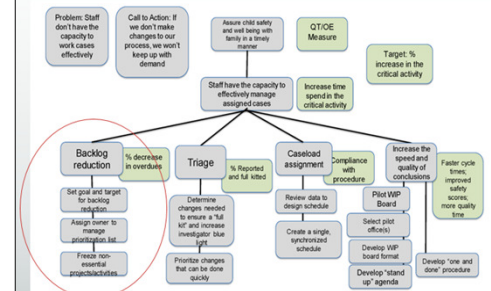
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My Go To Tools

- Negative (Current) and Positive (Future) Cycle
- The Five Focusing Steps
- Process / Value Stream Maps
- Waste Exercise
- Single Page Project Plans
- Quick Start Guide
- Work in Progress Boards
- Huddles
- Data Sharing/Visuals/Communications Plan



Single-Page Project Plan



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Child Abuse/Neglect Overdue Investigations

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***Change Starts with
The People***

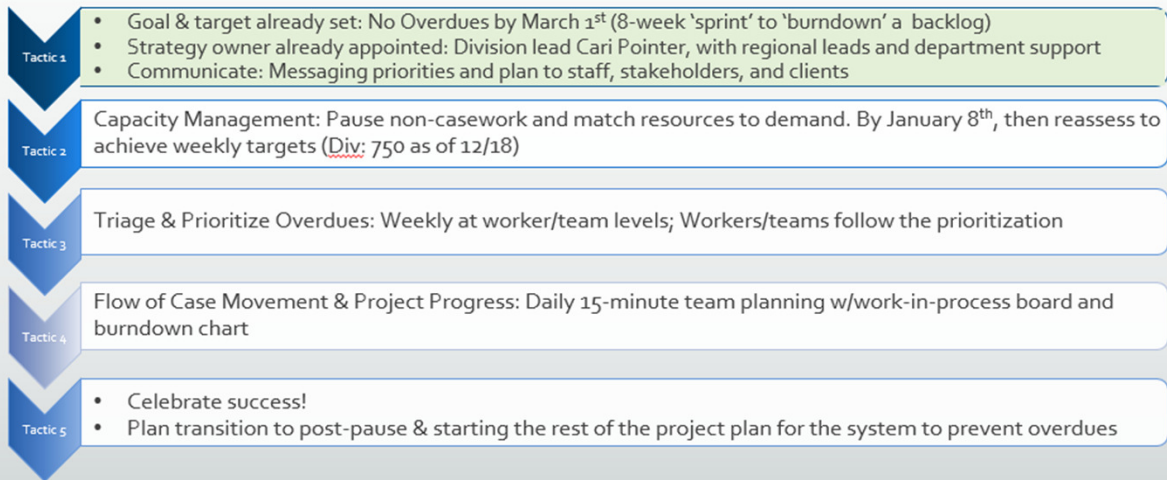
***.. Who do
the Work!***

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HOTLINE & INVESTIGATION/ASSESSMENT PROJECT PLAN: Backlog Elimination Strategy & Tactics

QUICK START GUIDE

TACTICS we recommend...



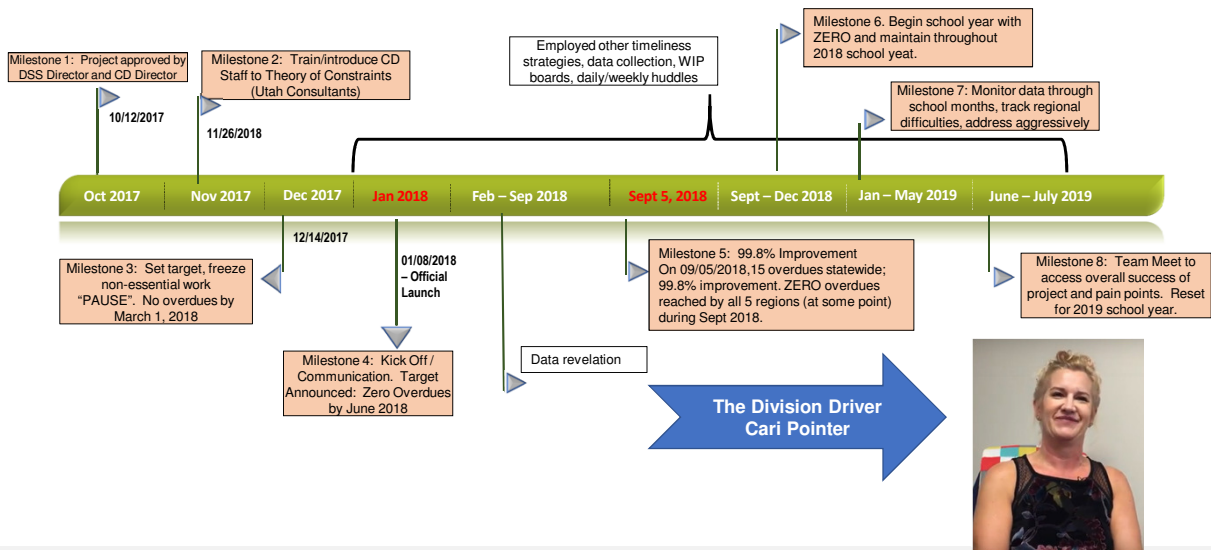
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Children's Division

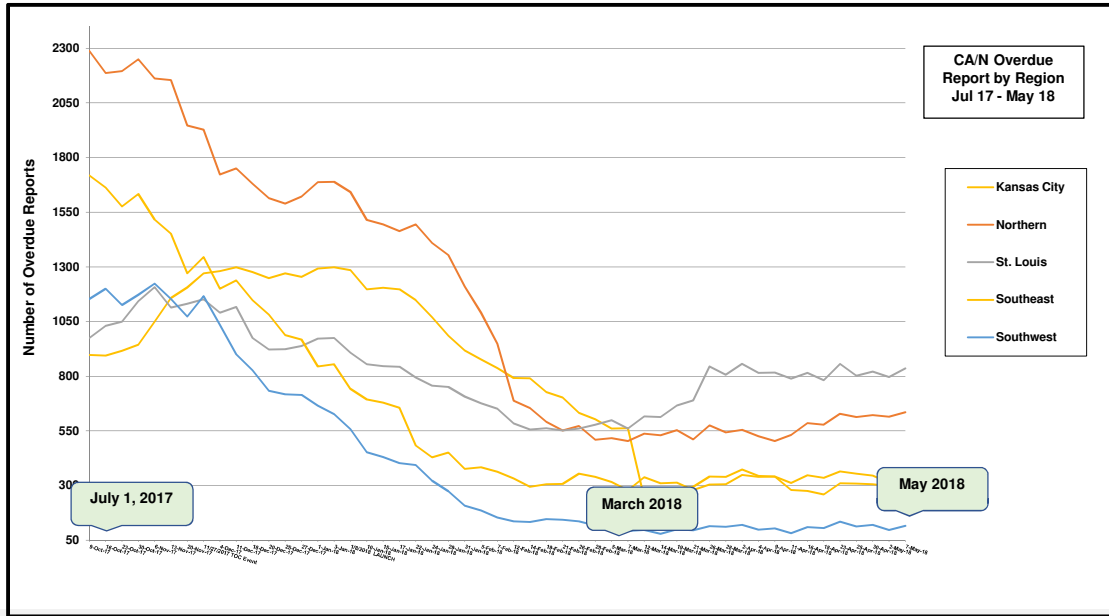
System : CD's Hotline & Investigation System (Overdue Investigations)

System Goal : To protect children from abuse and neglect by assuring their safety and well-being with family, when possible, in a timely manner.

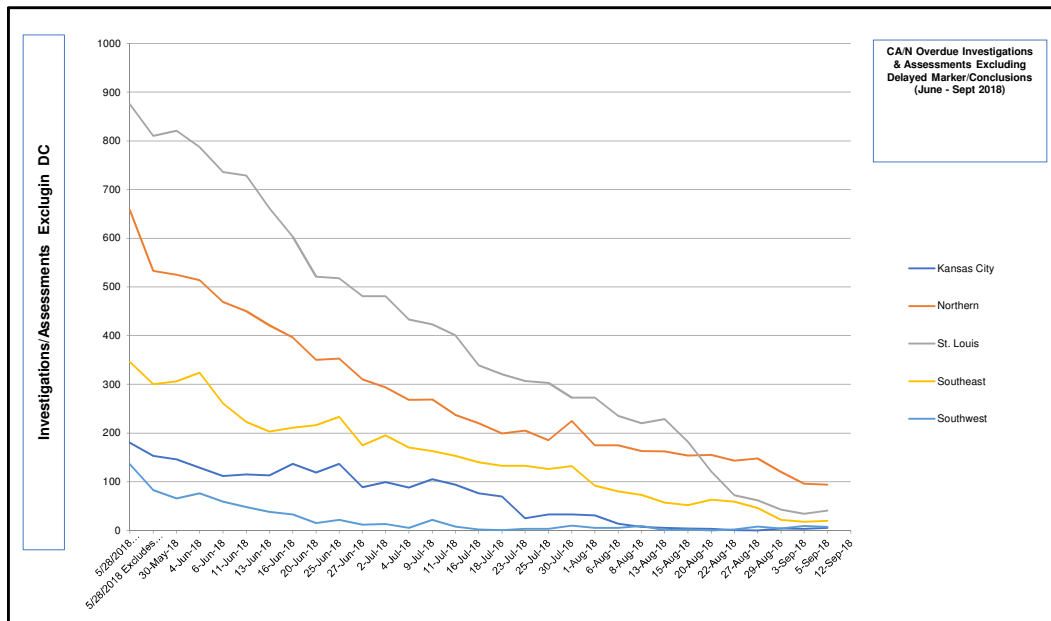
Objectives : Increase capacity/manage work in process, increase family engagement/interaction, increase trust, decrease time families are in system



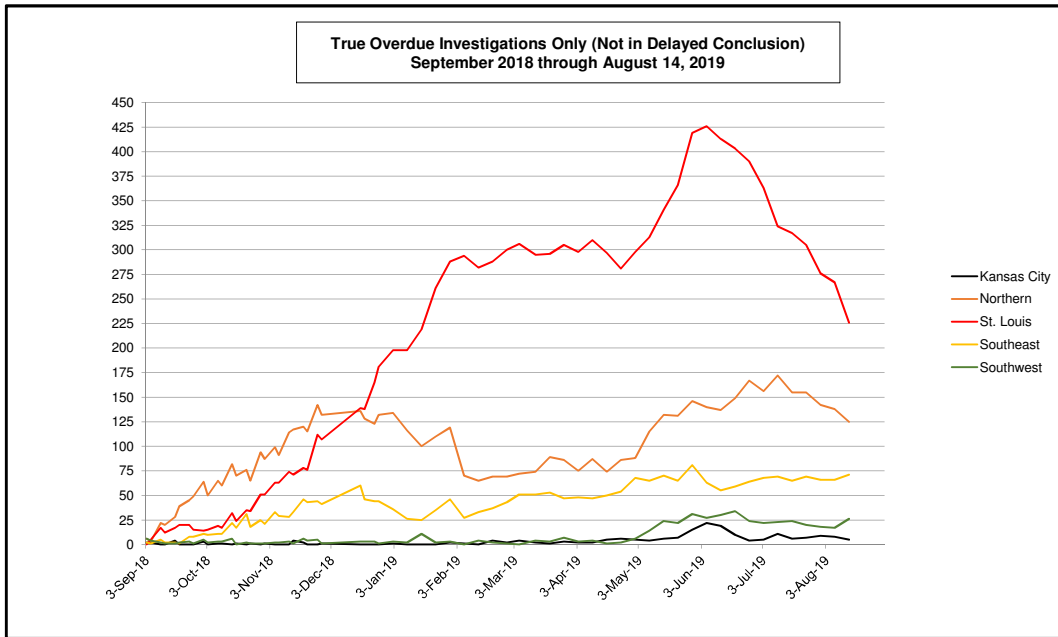
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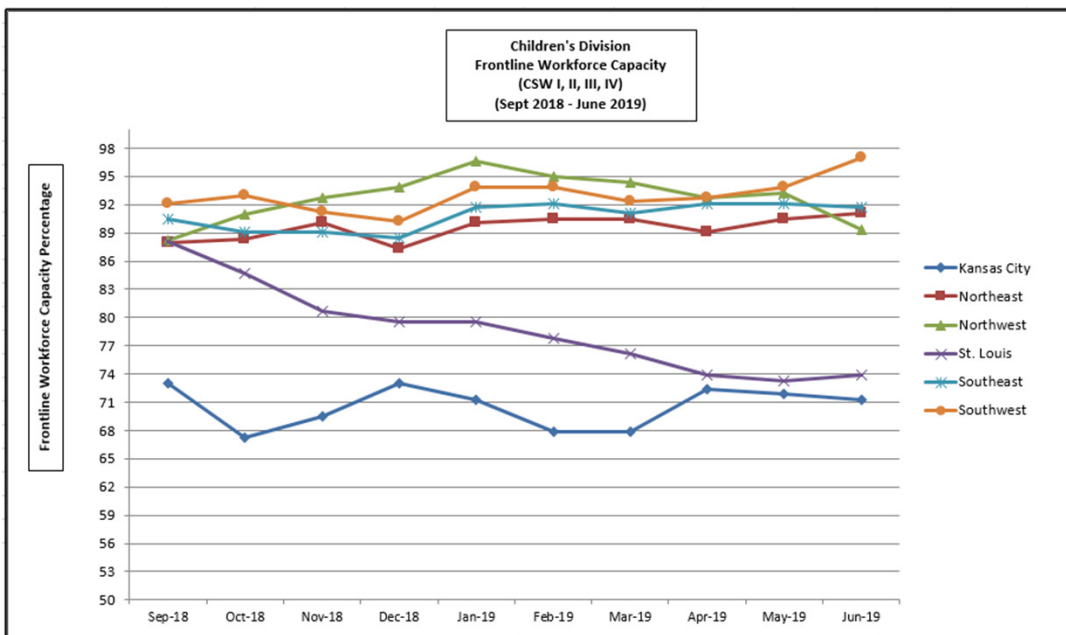
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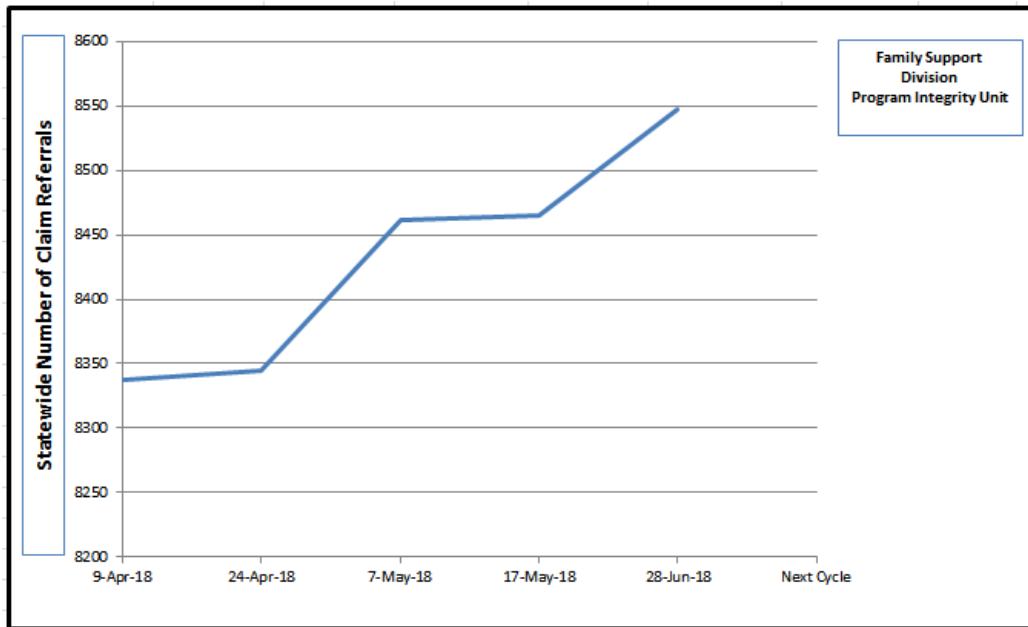
CLAIMS REFERRAL PROCESS

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| | |
|------------------|-----|
| Analyst 1 | 400 |
| Analyst 2 | 500 |
| Analyst 3 | 800 |
| Analyst 4 | 350 |
| ...and so on.... | |

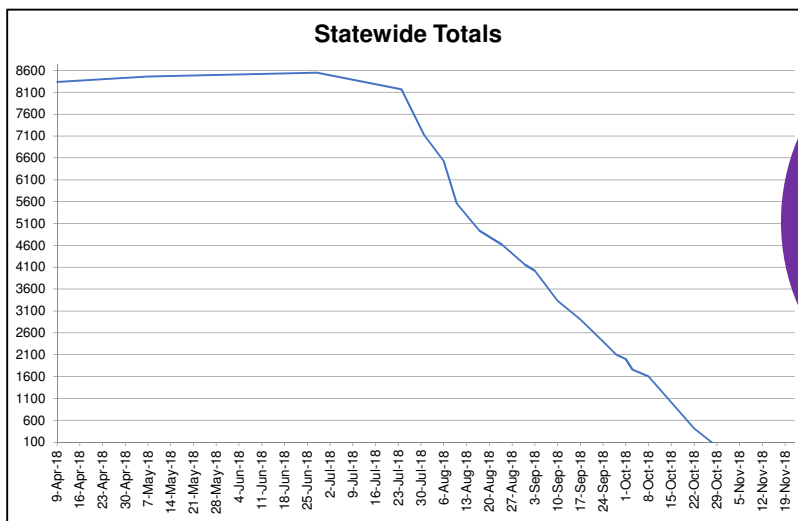
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How did we get a BIG WIN?

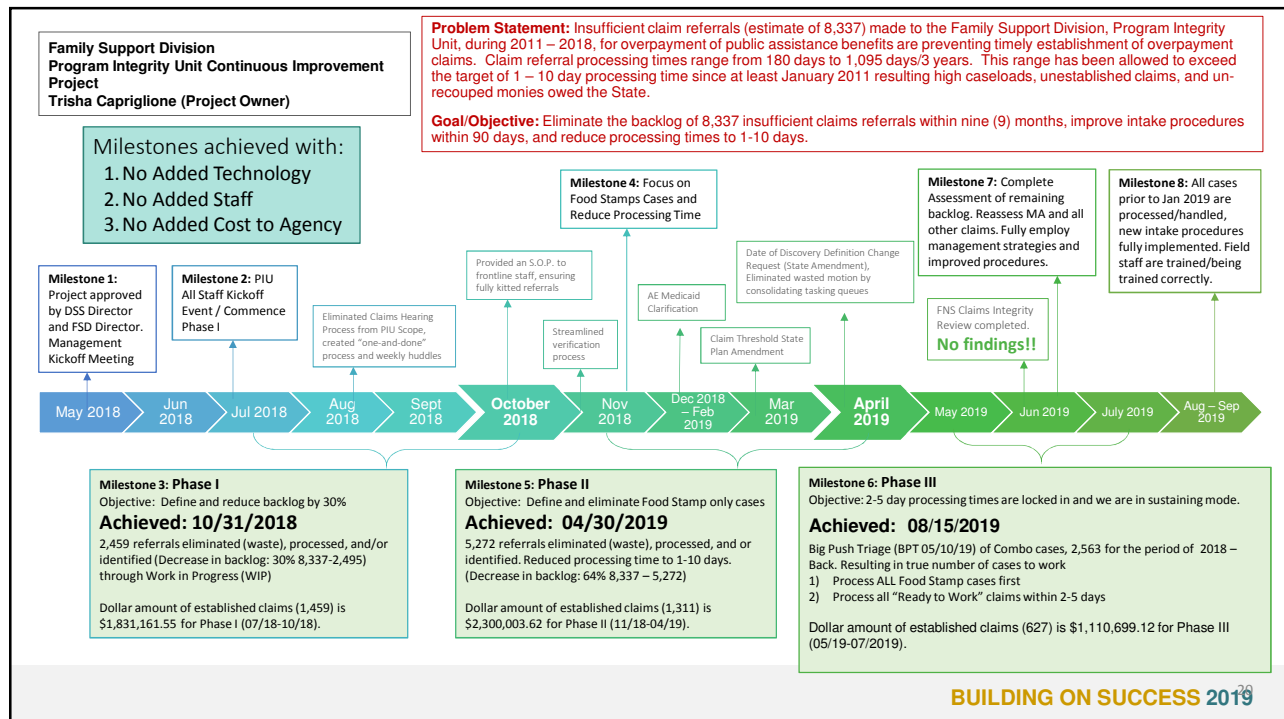
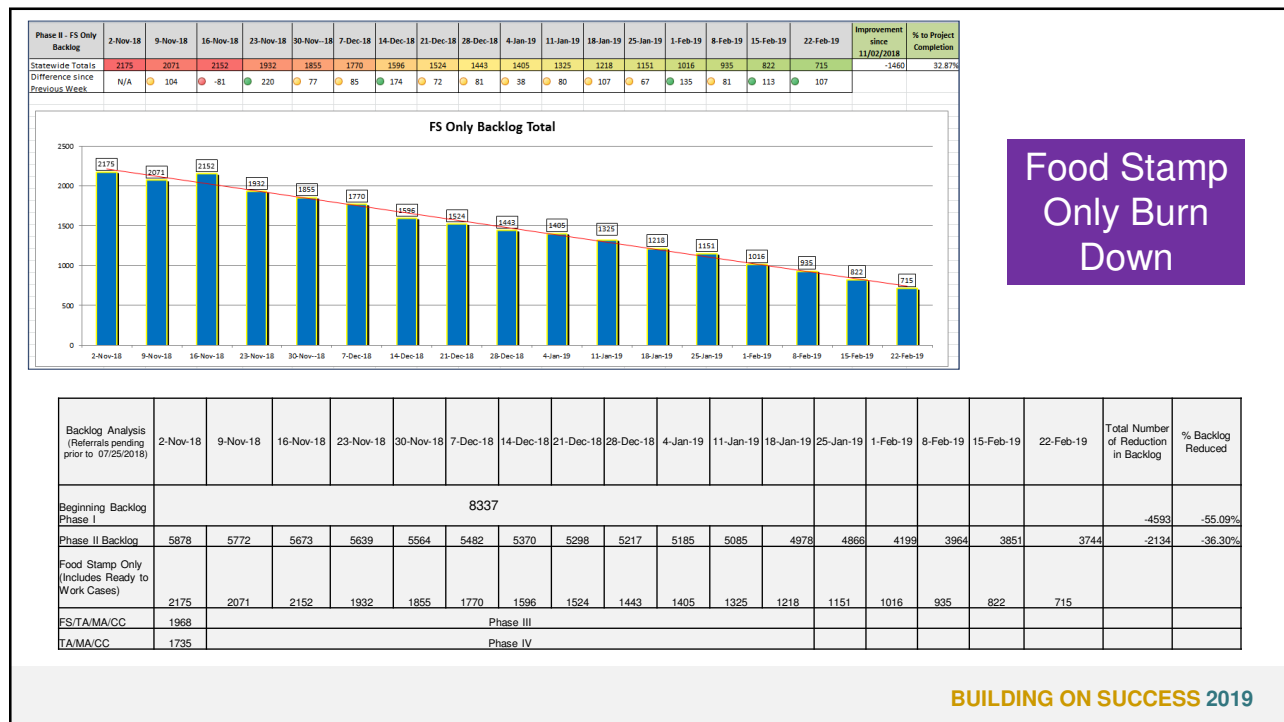


!! Triage !!
14 Analysts
Physically Touched 8,337
Average of 595 cases each
129 Calendar Work Days

100% Complete

BAM !!

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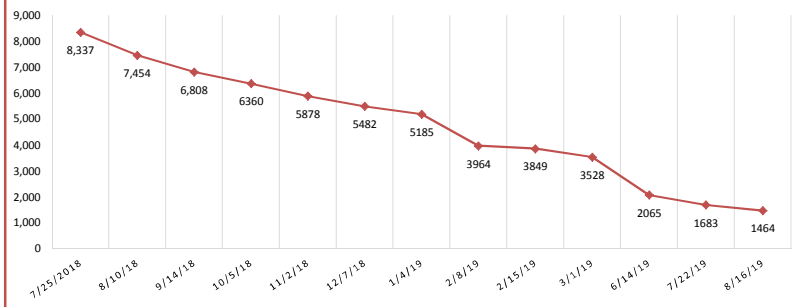


**Family Support Division
Program Integrity Unit Continuous Improvement
Project**
Trisha Capriglione (Project Owner)

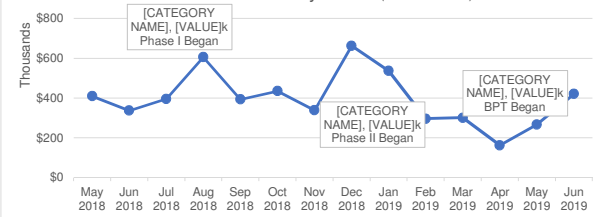
Process Improvements

- ✓ Reduced intake process from 185 days to 2 days
- ✓ Claims are now Ready-To-Work (full-kitted) prior to reaching the Claims Analyst
- ✓ Actual claims processing times are reduced from 365+ days to 15 days
- ✓ Federal/State/FS Manual Policy (Changes/Revisions)

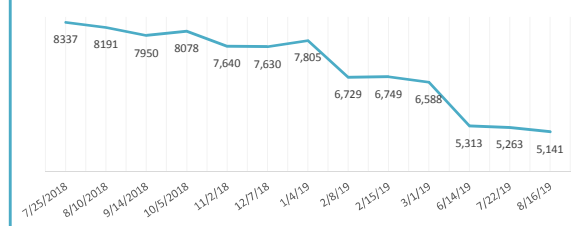
Predefined Backlog Reduction



Dollars Established by Month (in thousands)

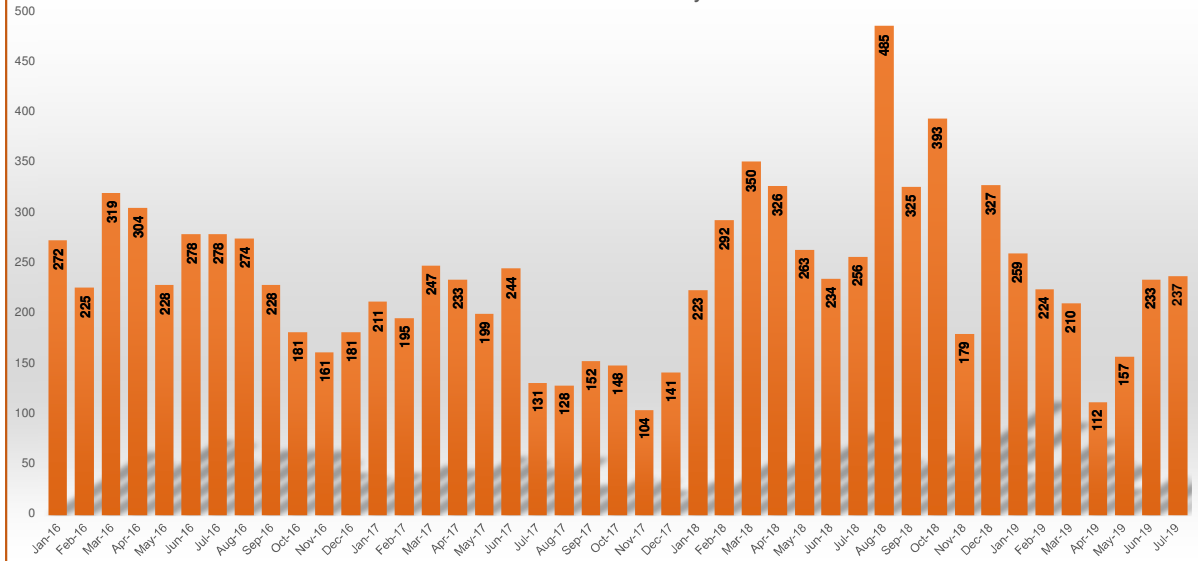


Overall Claim Reduction

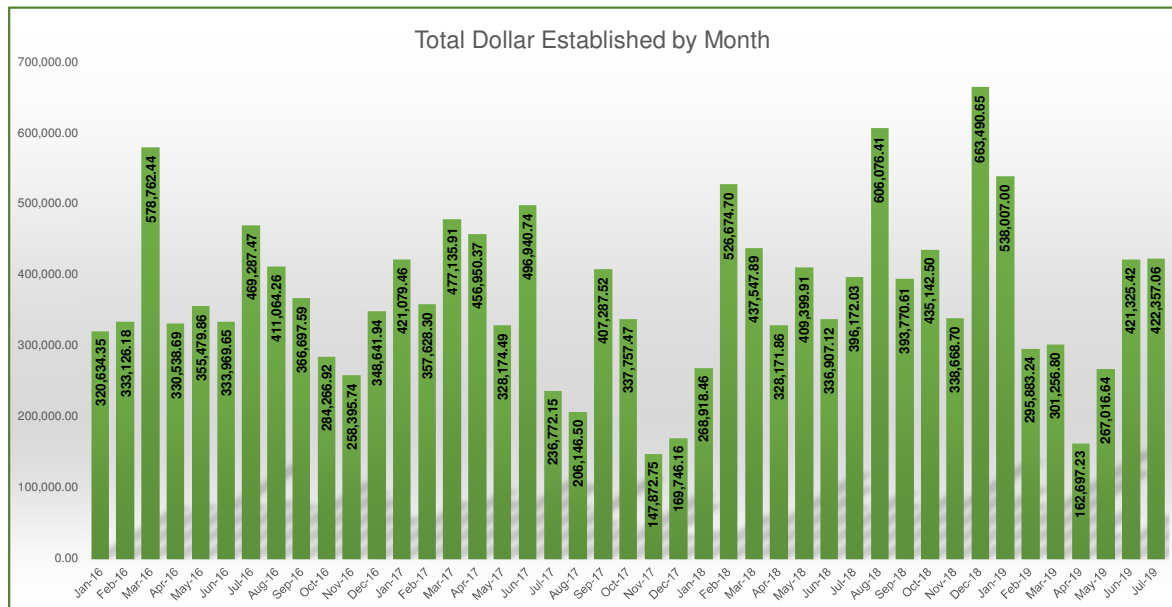


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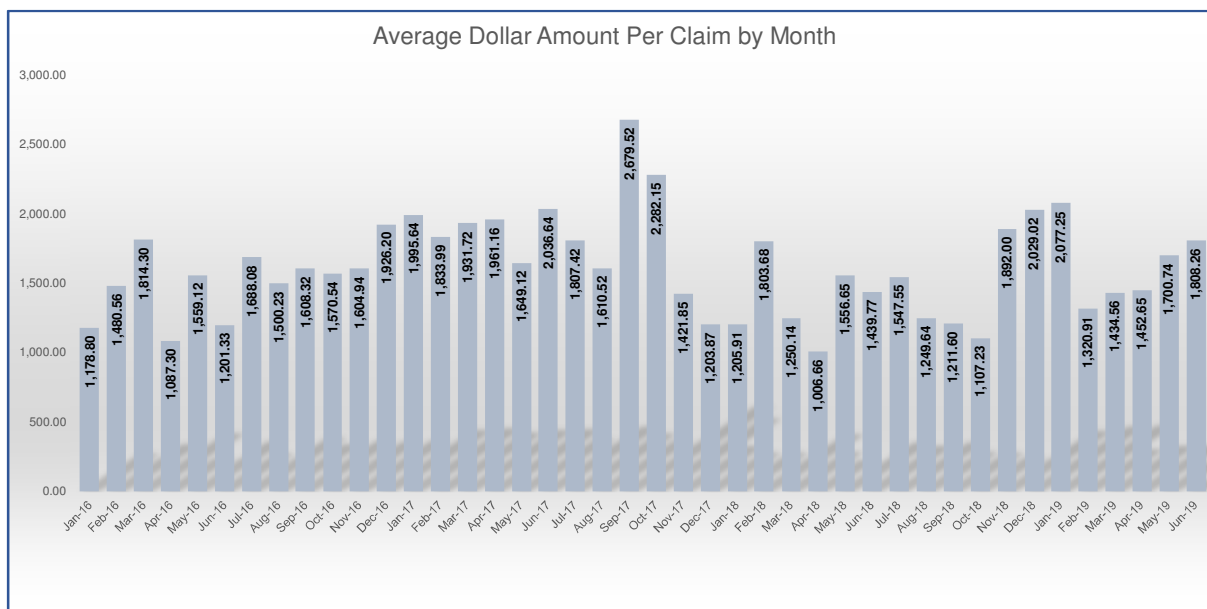
Total Claims Established by Month



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What Matters?

- The people doing the work (Gemba)
- Mindset
- The “Why”
- Inclusion and Transparency
- Hidden Capacity
- FOCUS
- Commitment and Rigor
- F-A-I-L; it’s your “First Attempt In Learning”
- No only means “next opportunity” not realized
- This is noble work; it is not for the self-serving
- Excellence is an everyday expectation

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